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ABSTRACT

Initiated in 1968 for "hardcore unemployables," the Adolph Coors Manpower Challenge Program combines a modified Outward Bound Course with a period of work in the Coors Recycling Yard, followed by permanent placement in the Coors Brewery. Based on changing participants' attitudes, the program eases transition to full employment in four phases lasting about seven months. Phase I involves recruitment, orientation, and preparation for Phase II, a 21-day Outward Bound Course in which Coors supervisors also participate. The new employee's continuing employment is contingent upon completion of the challenging course which provides an opportunity for breaking former behavior and attitudinal patterns and trying new modes of social interaction. In Phase III new behavior is reinforced as the employee works with flexible supervision in Coors Recycling Yard. When he appears ready, he is moved into Phase IV, a regular job at Coors. Employees who last three months in Phase IV appear to have good chances of remaining permanently employed. The program is successful with 53% to 61% of all participants. Sixty percent of those leaving the program leave at Phase III and 40% at Phase IV. Although greatly affected by the Outward Bound experience, participating supervisors are not necessarily more skillful at working with hardcore unemployables as a result. Coors should gather more specific data on cost effectiveness and on absence, the program's greatest problem. (SB)

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THE ADOLPH COORS - OUTWARD BOUND MANPOWER CHALLENGE PROGRAM

A Study of an Innovative Program
to Train the
Hardcore Unemployed

Prepared for the
COLORADO OUTWARD BOUND SCHOOL

Prepared by
HARMON ASSOCIATES
San Francisco, CA

DECEMBER 1974

U.S. DEPARTMENT OF HEALTH
EDUCATION & WELFARE
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1. ORIGIN AND PURPOSE OF THIS REPORT

This report has been prepared to document the history, current operation, and some of the preliminary results of the Adolph Coors Manpower Challenge Program. This program is unique in many ways -- the aspect with which this study is especially concerned is the Coors Program's use of an Outward Bound course as an integral component of the overall Manpower Challenge Program. Because of the special nature and the noteworthy success of this program, the Board of Directors of the Colorado Outward Bound School commissioned Harmon Associates to study this program and prepare a report describing the program.

Harmon Associates is an independent consulting company specializing in education and training. Its principals have helped implement or evaluate several other manpower development programs in the past. Our approach was threefold: (1) observed the program in action; (2) interviewed as many of the people connected with the program as possible; and (3) carefully examined all relevant data on the program.

There have been descriptive articles concerning the Adolph Coors-Outward Bound Manpower Challenge Program in the past.[1] This report goes beyond mere description and includes an analysis of the program. This report is intended to provide information to other companies or agencies that might be considering an Outward Bound course as part of their own manpower development programs.

2. BACKGROUND AND HISTORY

2.1 Training and the Disadvantaged

Traditionally, when a large number of men are seeking jobs, companies don't spend much effort on training. Instead, they hire men who are already skilled and eager to work. When labor is not readily available, companies are forced to hire men who are not skilled. In this situation, they make an effort to train them to perform a vacant job. Even when they must train, however, companies assume the new employees want to work. After all, each new employee came to the company and asked for the job. Thus, corporate training has always been directed toward providing new employees with the specific new physical skills and specific new knowledge they will need to perform the duties entailed in the job they were hired to fill.

Starting in about 1965,however, the United States began to address itself to a new social problem -- the "hardcore" unemployed. Partly for social and partly for economic reasons, the United States became aware of the fact that it had a sub-culture of people who neither knew how nor wanted to participate in the economic life of the country. Many of the individuals in this category were second or third generation unemployed who were, until very recently, concentrated in ecomonically stagnant areas of the country. In other cases, the individuals were members of minority groups that had been systematically denied decent jobs for generations. From about 1965 on, this country has been trying to incorporate these previously "unemployable" persons into the mainstream of the economy.

One of the major efforts to find work for the "hardcore" unemployed was the formation, in 1968, of the National Alliance of Businessmen (NAB). This government-related association sought pledges from companies for job slots that could be filled with persons who had previously been considered among the "unemployable". While the NAB encouraged companies to set quotas, it left the actual training program offered the unemployed individual to the discretion of each participating company.

Most companies initially used their traditional training programs. Usually, they tried to lower the reading level of the materials or encourage the instructors to go a little slower; but otherwise, they tended to provide their traditional instructional sequence -- a mix of knowledge and practice in certain physical skills. This approach didn't work.

The "hardcore" unemployed are different than regular unemployed men and women. They have serious motivational problems springing from the attitudes and values that they hold. Some of these attitudes and values concern themselves. For example, most individuals who have seen their fathers and grandfathers unemployed or discriminated against, lack self-confidence. They also have attitudes and values involving their anticipated interactions with other employees. They expect to be "put down" or discriminated against. They often enter any new situation in such a defensive posture that they help to create the very situation they fear. Further, many "hardcore" unemployed have an outlook on life that makes regular employment difficult. They think an "employment program" is just a gimmick that won't last. They don't want to extend themselves and then get laid off. When this

happens, the individual simply appears foolish in the eyes of their friends who told them from the beginning that the job wouldn't last. Most "unemployables" are eager to get a job. However, their basic instincts seem to warn them that the job they are offered is just some kind of trick and they react by being very defensive.

"Hardcore unemployed" individuals -- regardless of age, sex or race -- need to make severe attitudinal adjustments before they are ready to hold or benefit from a regular job. The major problem any "hardcore employment" program must face is how to readjust these attitudes. As many companies have discovered, training in skills and intellectual knowledge is not enough.

Changing the attitudes of teenagers or adults is a difficult business. Individuals hold attitudes because they have been and continue to be reinforced for holding them. Their families and their friends hold similar attitudes. And, oftentimes when they have experimented with different approaches they have been "put down" rather badly. They hold defeatist attitudes because of their own experience and the experiences of those they are close to. They talk about their attitudes and values with their friends and their friends agree that the attitudes and values they hold are the only safe ones to have.

To change an individual's attitudes we must do two things:

(1) Initiate Change: First, we must somehow get the individual to try acting in a different way. And we must assure that when he acts in that new way that he doesn't get punished for it. In other words, we must get the new employee to try acting in new ways, to show greater openess and flexibility. And we must get him to overcome some of his specific stereotypes about employers and work.

(2) Incorporate Change: Second, we must arrange to keep the individual acting in new ways until the social environment that his new behaviors allow him to function in begins to provide him with sufficient reinforcement so that he will permanently incorporate new attitudes and values.

Different corporate programs have recognized that the basic problem of manpower training is how to effect attitudinal change. Responses have varied. In evaluating any program, however, we can measure it against the two basic steps we have just described. The response that we will document and evaluate in this report was developed by the Adolph Coors Company in combination with the Colorado Outward Bound School.

2.2 History of the Adolph Coors-Outward Bound Program

The Adolph Coors Company Manpower Challenge Program began in 1968. It was Coors' response to the National Alliance of Businessmen's Manpower Development Program. When Coors first began to consider developing such a program, they decided that the program would either be effective, both in terms of the human beings involved and in terms of the company's economics, or Coors would not participate. In other words, the company decided it was not interested in simply making a gesture for the sake of public relations.

Coors established a special office within the Personnel Department to manage all aspects of its Manpower Challenge Program. In a real sense, the description of the Coors Manpower Challenge Program is a description of the work of this office. The first and only director of this office has been Mr. Melvin Jefferson. He is assisted by Mr. James Williams.

Initially Coors solicited ideas from various individuals and groups in the Denver area -- including the Colorado Outward Bound School (COBS). In 1964 and 1965, the Colorado Outward Bound School had demonstrated the effectivness of Outward Bound courses with institutionalized delinquents, and they were eager to try their techniques in a manpower development setting.[2] As a result of talks with the senior staff of the Colorado Outward Bound School, Coors decided to include a 21 day Outward Bound Course in its Manpower Challenge Program.

Another aspect of the original Coors Manpower Challenge Program was the "Three Company Concept". Based on ideas developed in New York by Gary Templin of COBS, it was thought likely that some employees would need more than one chance to adjust to a work environment. If three companies were to work together, a man could begin at one company, be fired if he deserved it, and then be hired by a second company that would, in effect, be giving him a second chance. This allowed each individual company to maintain its general standards while not giving up on a new man too early. With this idea in mind Coors approached two other Denver area companys, Mountain Bell (Telephone) and Gates Rubber, and suggested they join the Adolph Coors Company in their effort. All three companies decided to use an Outward Bound Course as an integral part of the training process. Hence, the first Outward Bound Course for manpower development trainees included new hires from Coors, Mountain Bell, and Gates Rubber.

Returning briefly to our two step process for attitudinal change -- it was felt that an Outward Bound Course would <u>initiate changes</u> in attitude.

The three company switch-offs would then assure that the new employee would stay in the work environment long enough to assure that he incorporated the changed attitudes and values.

From the beginning, Outward Bound urged the companies to not only send new employees but also to send the supervisors with whom the new employees would have to interact when they began their jobs. It was felt that the inclusion of such company personnel would lend a "company" atmosphere to the course while beginning the process of breaking down the new employees' stereotypes towards supervisors.

The initial Manpower Challenge Course that Outward Bound ran in 1968 was a regular Outward Bound course. It included new employees as well as supervisors from Coors, Mountain Bell and Gates Rubber. This initial course had mixed results. Coors liked the results well enough to continue. Mountain Bell and Gates Rubber, although willing to continue exchanging "fired" employees, decided not to continue the Outward Bound aspect of the program. Their reasons were varied, but included the high cost of the Outward Bound Program and perhaps more important, an unwillingness to send line supervisors into the field for twenty-one days. Removing line supervisors from their jobs for twenty-one days was obviously a considerable part of the cost of the program.

Coors decided to continue experimenting with the program on its own. After a year of experimentation, Coors officials discovered that the major problem they faced was not the initiation of attitude changes -- the Outward Bound Course seemed to do that -- but sustaining the changed attitudes until the new attitudes were incorporated.

When Manpower Challenge employees completed the Outward Bound course, they were placed on a job in the Adolph Coors Brewery. Even though the new employees had tried and succeeded with new attitudes on the Outward Bound Course, they tended to fall back into older attitudes when they actually began to work at their regular job. Basically this indicated that the new attitudes were not receiving sufficient reinforcement during the critical transition period. There were two sources of reinforcement: the job environment and the home environment. Many "hardcore unemployed" individuals have difficult home situations. Their previous lack of employment as well as their legal problems have guaranteed this. Before beginning to work at Coors these individuals could more or less devote their full time to keeping their home situation under control. As soon as they begin working at Coors, however, they are absent from their home for at least 8 hours each working day. Likewise, if one has to work the next day one can't spend quite so much time at night with old friends. Some of the neglected friends and family members accept the new employees changed situation. Others keep reminding the new employee of "how good things used to be" before he got a job. Nor is the job situation wholly supportive of the new employee's problems. Most Coors employees are comfortable middle-class and have long since resolved their family and community problems - at least as far as their job is concerned. Some of these individuals simply fail to understand why a new employees' home life shouldn't be as conventional as their own. These problems are compounded at Coors, because all employees rotate through three shifts. This means that any one employee is regularly shifting supervisors and co-workers. Most Coors employees agree that the shift changes are no fun and further that they cause some home problems. Most employees, however, accept the shifts as part of the job; they are quick to point out that it is the main reason why Coors wages are high for the Golden-Denver area.

(Actually the union elected for everyone to go through shifts feeling that that was fairer than having men progress from the less to the more desirable shifts on the basis of seniority.) All of these factors contribute to the Manpower Challenge employees having much higher absentee rates than regular employees. And, this in turn puts yet another strain on the new employees relationship with regular employees and with his supervisor.

In 1969, Coors' officials began to try to think of ways they could provide a more consistent environment for their new "hardcore" employees. Coors came up with a unique solution. It had recently created a new "division" to recycle aluminum cans. This"division" acquired used aluminum Coors' cans, crushed them into bulk aluminum and "sold" the recycled aluminum to the Coors Aluminum Can Company. The new division was expanded to provide recycling services for the Coors brewery. This internal recycling operation included pallate repair and metal parts recycling. This new recycling operation -- referred to at Coors as "Yard Work" --was a daytime operation. From the beginning in 1970, the "Yard Work" program was managed by supervisors who had a special interest and facility in working with "hardcore employees". The "Yard Work" program guaranteed that new "hardcore" employees would have a stable and sympathetic time during which they could practice new attitudes and behaviors after completing the Outward Bound Course and before beginning brewery work.

More recently, in an effort to better prepare the new employees for the shift from "yard work" to the brewery, the yard has instituted some shift work. Thus, as soon as a new employee returns from Outward Bound he begins day work in the yard. Later, when his work adjustment (and implicitly adjustments in his home environment) has progressed to an acceptable level, he is ready to start in the brewery.

Even as this report is written the Coors Manpower Challenge Program continues to evolve. Currently the Manpower Challenge Office began to change the orientation that is provided to the new employees before they go to the Outward Bound Course. In addition, some discussion sessions are being tried with some of the employees working in the Yard. If these new experiments prove their value they will be incorporated into the ongoing Coors Manpower Challenge Program.

2.3 Summary

The Adolph Coors Company initiated its Manpower Challenge Program in 1968 in an effort to provide jobs for individuals who had previously been classified as "hardcore unemployables". From the first Coors assumed that the major problem the program faced was changing some of the attitudes and the values that these employees brought with them to their new job. Coors designed a program that placed its primary emphasis on attitude change. It assumed that successful attitude change would be brought about in two steps. First, the individual must be faced with a challenge that will make him break out of his former pattern of behavior and try new modes of social interaction. Second, the new modes of behavior must continue to bring the individual success experiences until they come to replace the employees former behavior patterns.

To achieve this two step process, Coors combined a modified Outward Bound Course with a period of work in the Coors recycling yard, followed by permanent placement in the Adolph Coors Brewery. The Outward Bound Course causes most new employees to experiment with new modes of behavior -- it

initiates attitude change. The "yard" with its counseling support and its gradual increases in job realism provides the new employees with an atmosphere that supports attitudes and values conducive to successful employment until they become habitual. The Coors Manpower Challenge is constantly evolving its format to provide a better program for those it hires and trains.

3. DESCRIPTION OF THE PROGRAM

3.1 Overview

From 1970 to the present, the main components of the Coors Manpower Challenge Program have remained the same. The Program has four phases. During Phase I potential new employees are identified and provisionally hired. Coors' supervisors who are to accompany the new hires on the Outward Bound Course are also identified. Both supervisors and new hires undertake a physical toughening-up program. Phase II is the twenty-one day Outward Bound Course. Phase III is the Yard Work. Phase IV begins when the new employee begins a regular job in the brewery and continues for as long as the employee works at Coors. (See Figure 1).

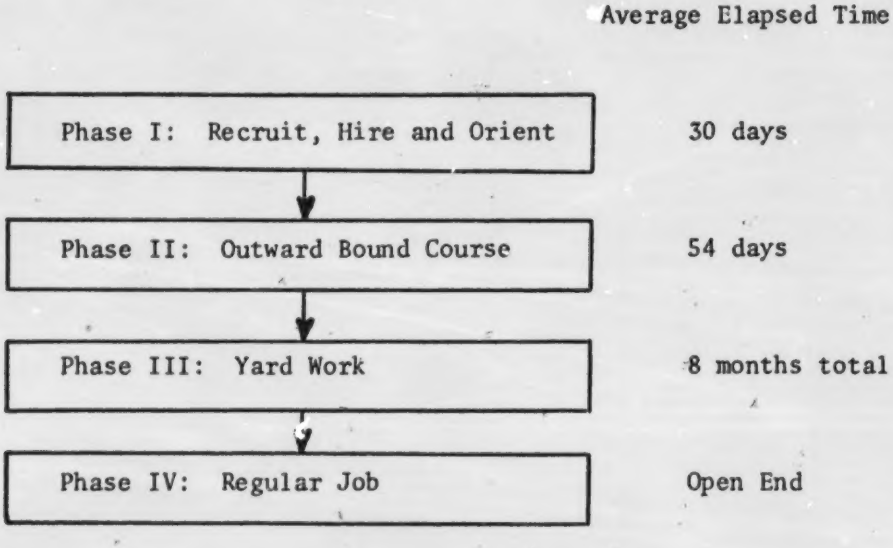

Figure 1. Four Major Phases of the Coors Manpower Challenge Program

3.2: Phase I: Recruiting and Hiring

The Coors Manpower Challenge Program recruits new employees both formally and informally.

Formally, the Manpower Challenge Program Director addresses meetings and maintains contacts with various Denver Area organizations likely to know of potential exployees. These organizations include S.E.R. , Al Naturale, East Side Action Center, Indian Center, Black Youth United, Colorado Parole and the Juvenile Division.

In addition, the program often obtains prospective hires informally from Coors' employment office. These applicants would otherwise be rejected, but because the Manpower Program exists, they are referred to the Manpower Challenge Office. The Program also obtains prospective hires from the courts and various social agencies.

In all cases, the applicants make out the standard Coors' employment application. If it is thought likely that a prospective hire would succeed without special assistance, he is shifted from the Manpower Challenge Program to a regular employment channel and hired in the mormal manner. On the other hand, if it is felt that regular procedures would not normally result in the retention of the new employee, he is hired by the Manpower Challenge Office and placed in Phase I of the Manpower Challenge Program.

Phase I consists of: (1) Getting the new employee oriented to Coors; and (2) Preparing the new employee for the Outward Bound Course.

The former includes such things as medical examination, temporary "Yard" assignment and paperwork.

The latter consists of a program of physical conditioning as well as the purchase of mountaineering boots, and the arrangement for the temporary loan of certain needed equipment (down jacket, etc.). The physical conditioning program consists of running, walking in the new boots to "break them in", and playing games like basketball. All conditioning exercises are designed to improve the employees general heart and lung functioning not to build muscular strength. Depending upon when the new exployee is hired, he is retained in Phase I from three months to a few days. The average stay in Phase I is about two weeks.

In addition, during Phase I of each cycle, new Coors supervisors are selected to participate in the Outward Bound Course. Since the program has been running for over five years, about fifty percent of Coors line supervisors have already participated in an Outward Bound Course. Supervisors who have not yet participated in an Outward Bound Course are scheduled to do so in the next few years. From two to five Coors supervisors participate in each Outward Bound Course. Once the supervisor is selected he is treated just like the new hire. He is equipped by the company and he takes part in the physical conditioning program.

Phase I usually runs about two months. Phase II, the Outward Bound Course, takes about twenty-four days. Phase III runs about four months. Phase IV is an open-ended phase that begins when the new employee takes a regular job and continues as long as the employee is at Coors. This timing allows the Coors Manpower Challenge Office to begin three overlapping cycles in each twelve month period. This is illustrated in Figure 2. Thus, for example, the twenty-one day special Outward Bound courses that are given for Coors are usually conducted in February, June and October.

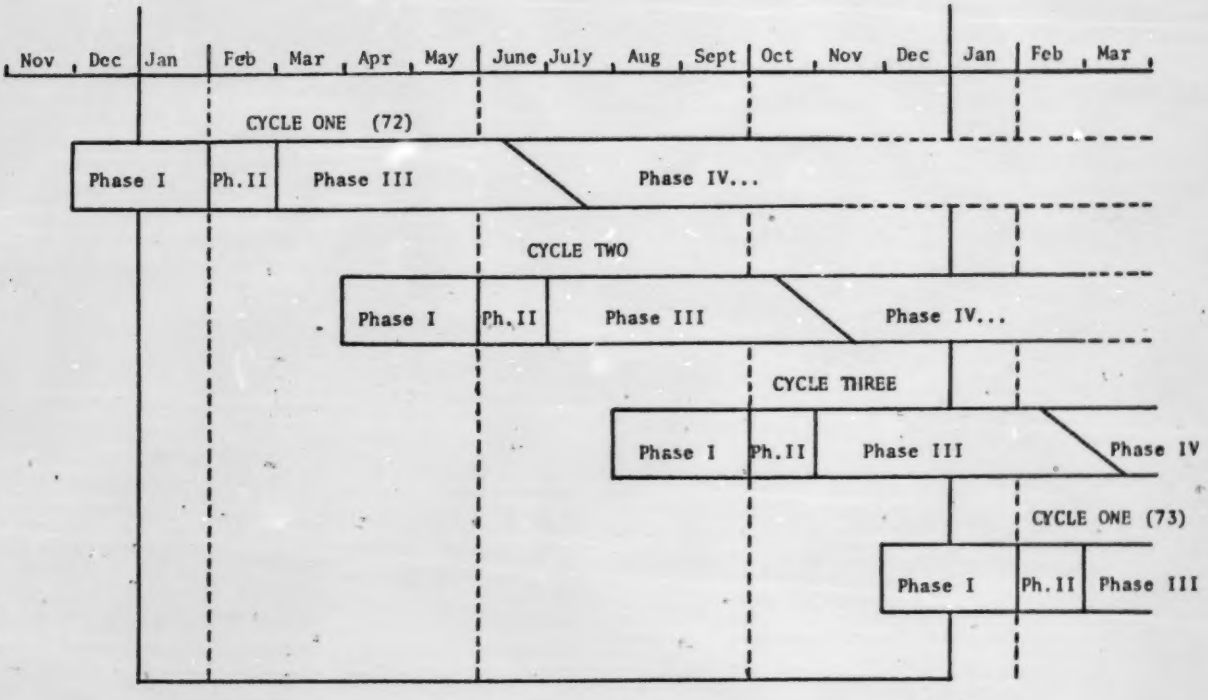

Figure 2: One Year Including Three Cycles

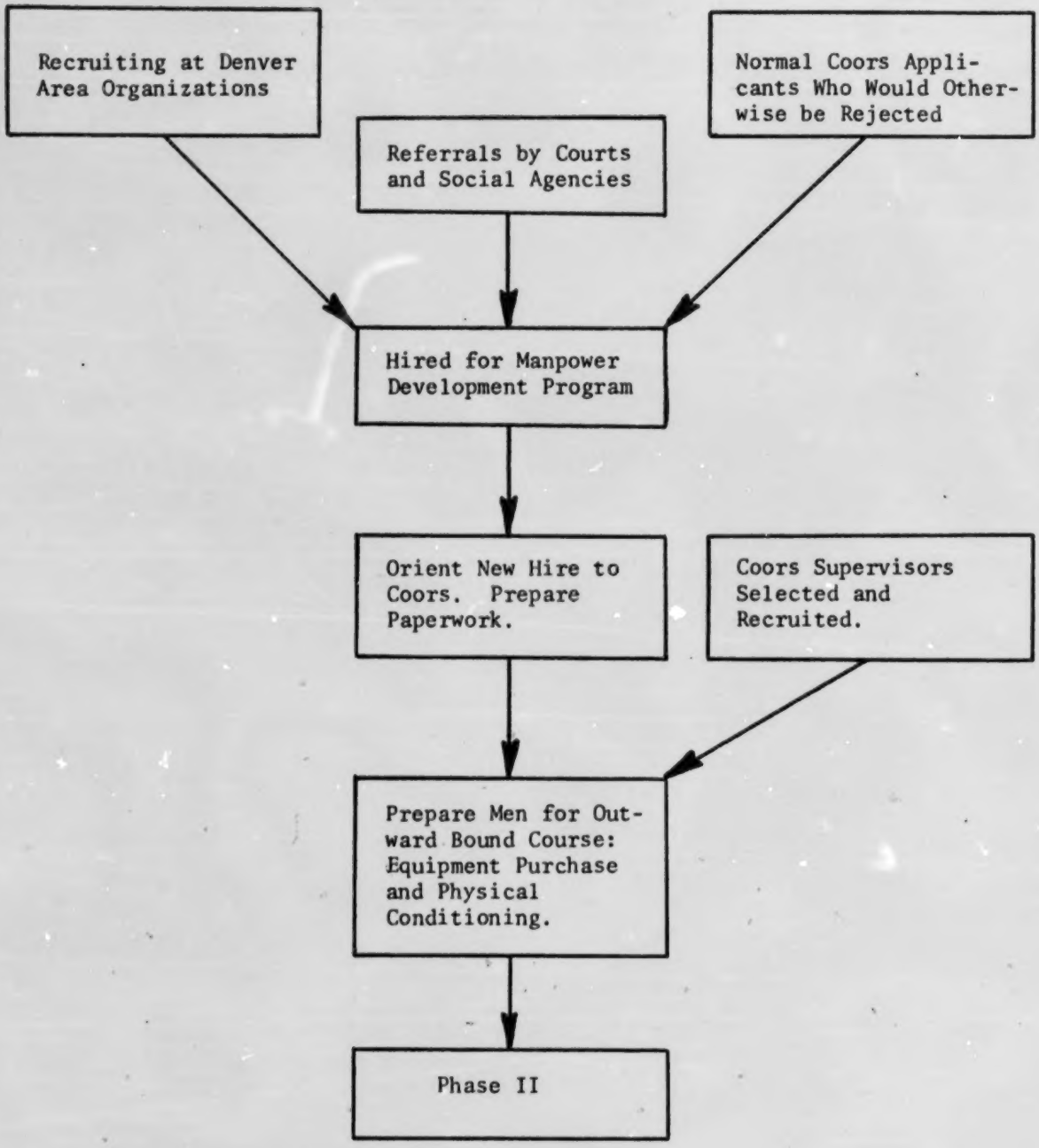
Recruiting at Denver Area Organizations
Normal Coors Applicants Who Would Otherwise be Rejected
Referrals by Courts and Social Agencies
Hired for Manpower Development Program
Orient New Hire to Coors. Prepare Paperwork.
Coors Supervisors Selected and Recruited.
Prepare Men for Outward Bound Course: Equipment Purchase and Physical Conditioning.
Phase II

Figure 3: Phase I: Recruiting and Hiring

3.3 Phase II: The Outward Bound Course

In the opinion of most of the Coors' personnel working with the Manpower Challenge Program, as well as most Coors' executive and many line supervisors, the critical component in the success of the entire program is the Outward Bound Course.

Before taking part in the Outward Bound experience, the new employee is impressed with several facts: (1) Coors considers the experience vital and will not let him begin work at the factory until he completes it. (2) He goes through a pretty tough physical conditioning program getting ready for the experience. (3) Coors cares enough about the new employee to buy him high quality hiking boots and provide him with other equipment to make his Outward Bound experience possible and pleasant. In addition, while taking part in the physical conditioning program to prepare him for the Outward Bound experience, the new employee meets several Coors supervisors who will also be attending the Outward Bound Course. He learns that some of these men are as uncertain of the course as he is. He also realizes that he is not only expected to learn from these men, but that they are also expected to learn from him.

Several considerations occur to the average school dropout, delinquent adult newly released from prison, or perpetually unsuccessful adult, as he thinks about the upcoming Outward Bound Course. He knows he will be confronted with a hard challenge that he must overcome to get a job. He can see that the employer is obviously investing considerable time and money in presenting this challenge. (Most new hires have heard that it costs local high school and college youths about $450. to attend an Outward Bound Course). And, perhaps

most fascinating of all, he learns that apparently successful Coors supervisors are also being "forced" to face this same challenge and that they expect to learn something from him.

A second major area of concern with most manpower recruits is the 21 day period away from home. Unlike more stable middle-class employees, most manpower recruits come from home situations that are constantly changing. Most recruits can imagine all kinds of problems that might arise while they are away. Alliances may switch, friends may move away, social agencies may make demands, parents or friends may get in trouble and need help. In addition, seeing people and being seen by people on a daily basis is an especially important part of many new recruits social life and the Outward Bound course requires a twenty-one day suspension of these contacts. In a social world of considerable unstability these contacts are a major source of security and many recruits feel very hesitant in breaking them for a twenty-one day period. There is really nothing the Manpower Challenge program can do to allay these fears.

Thus, most trainees enter into the Outward Bound phase with some reluctance. They have several reasons for not wanting to go. And they are uncertain about why Coors wants them to go. Most "hardcore" new employees expect their new employers to consider them pretty "worthless", i.e. not to challenge them. They don't really understand what Coors expects to gain from this investment in them; they expect to be exploited, not to be helped. Finally, of course, most of the new employees are from urban backgrounds. They know the Outward Bound Course will take place in the high mountains and those mountains are mysterious to them. If they are taking the February course

then added to the mystery of the mountains is the almost inconceivable idea of sleeping out in the winter snow and ice. Suffice to say that most new "hardcore" employees begin the Outward Bound Course with a mixture of confusion, awe, fear, and what often accompanies these feelings -- defiance.

The Outward Bound - Manpower Challenge Course is a twenty-one day course modeled on the standard Outward Bound Course. Since the first Manpower Courses, Outward Bound has developed a somewhat modified course. The special Manpower Outward Bound Course has a somewhat longer buildup period, uses more instructors and places more stress than normal on cooperation and seeing the other fellows' point of view. It places no emphasis on competition or on high technical proficiency in outdoor or mountaineering skills. It presents the participants with very intense and dynamic psychological and emotional challenges.

The Outward Bound Course formally begins when the supervisors and the new employees board station wagons or a bus to begin the six hour drive to the Colorado Outward Bound School's Redcloud Camp. This camp is located at 9000 feet in the mountainous southwestern part of Colorado. The Coors' Manpower Challenge staff usually accompanies the supervisors and new employees to the Outward Bound base camp in the high Rockies, but the minute they arrive in camp the supervisors and new employees are put in the hands of regular Colorado Outward Bound instructors. These men are a unique mixture of rugged and very skilled mountaineers, idealistic teachers, and humanistic counselors and group therapists. At the Outward Bound base camp about half of the staff are British expatriates (reflecting the fact that Outward Bound originated in England and still relies upon the English Outward Bound Schools to produce some of its best senior instructors). This lends the Outward Bound Schools

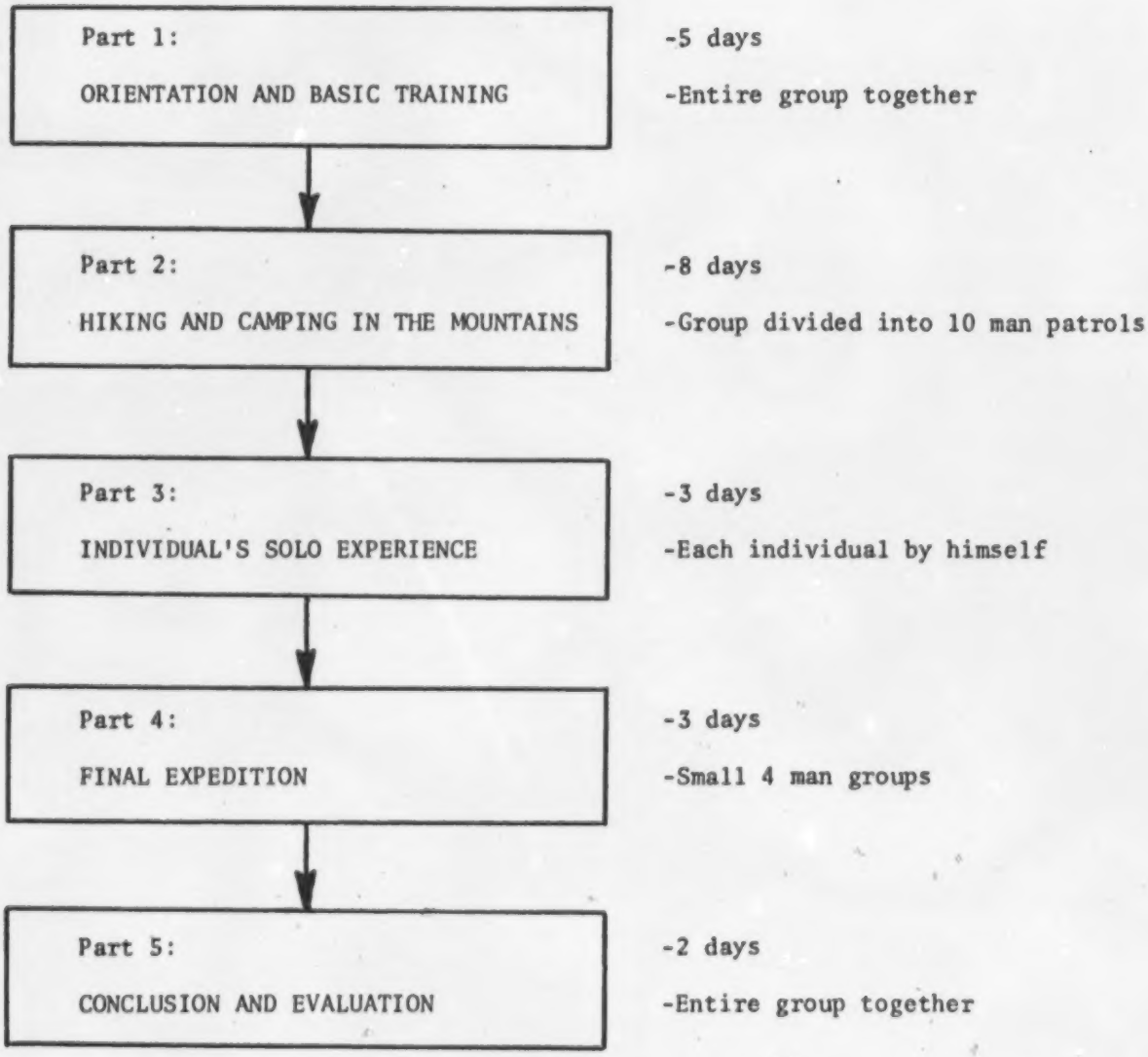

Figure 4: Five Basic Parts of the Outward Bound Course

a sort of international atmosphere. (In addition, Black or Chicano youths who are sometimes very distrustful of White Americans, are much more trustful and friendly with an instructor with a strong English or Scottish accent. They seem to feel that -- here is a person who will not possess the prejudices that they have come to expect of all White Americans.

The Outward Bound instructors immediately capitalize on the uncertainties and fears the men are experiencing by both assuring them that the course will, in fact, be difficult and challenging and also assuring them that by working hard and sticking together they will be able to make it through.

The twenty-one day Outward Bound Course is divided into five parts, shown in Figure 4. We will consider the experience, one part at a time, in the order that the new employees and supervisors experience it.

Part 1: Orientation and Basic Training

The first five days of the Outward Bound Course are spent learning basic hiking, climbing, and camping skills; becoming familiar with the mountain environment; and getting to know one another. At night, the men sleep in a common bunk house. During the day they hike to nearby locations where they learn various hiking and camping skills. They also learn safety and first aid techniques. All of the activities during this initial period are under the close supervision of the Outward Bound instructors. Physical fitness activities have an important place during this initial period. Evenings are spent in group discussions or relaxed conversation. The instructors begin on the first evening to stress open, frank and personal discussions. The instructors also take pains to explain what the Outward Bound experience is about. The program is not difficult for its own sake: it stresses facing and overcoming difficulty and challenge in a way and at a time when the individual can learn

important things about himself. The students are assured that they will not be faced with a challenging situation unless the instructor is sure they are physically able to overcome it. The real obstacles they will face will be mental and personal. They will meet and overcome the challenges if they are determined. Outward Bound's motto is "To serve, to strive, and not to yield."

During this initial period the instructor divides the whole group into patrols -- groups of ten to twelve men. The instructors put a great deal of thought into the membership of each patrol. Naturally, the supervisors are spread among patrols. Each patrol is a combination of individuals who the instructors feel will interact with each other in meaningful ways. Each patrol contains some "leaders" and some "followers", some "brash and defiant" individuals, and some "timid and quiet" individuals.

The initial days provide the trainees with some basic skills. It also provides them with an overview of the entire Outward Bound program. It builds their confidence by providing them some early successes and it begins the discussions of attitudes and self-confidence that will continue throughout the remainder of the course. When the initial orientation and basic training period ends, the men are ready to go out and live in the mountains.

Part 2: Hiking and Camping in the Mountains

From the sixth to the thirteenth day of the course, the students do, in fact, live in the mountains. Each patrol travels by itself with its own instructor. This is the period when the students practice what they have learned during Part 1. Starting with less challenging activities and working up to more difficult tasks the students hike, travel in snow country, have overnight bivouacs, undertake river and gorge crossings, practice rock climbing and rapelling, and make ascents of some of Colorado's high mountain peaks. Each

evening the patrol has a group discussion. Members of the patrol evaluate each other with more and more honesty and feeling. Individuals who will not work with the other members of the patrol or "carry their own weight" are told so in no uncertain terms. Usually, the supervisors and the new employees surprise each other by describing their very different backgrounds and approaches to life. Some very strong relationships begin to develop and the patrol begins to function more and more as an integrated unit.

The various challenges the patrol encounters offer the individual members a variety of tense and exhilarating experiences -- the sort of experiences that lead an individual to evaluate his way of thinking, to consider his self concepts, and to reconsider his ways of relating to other people. During this entire eight day experience the challenges gradually increase. At the same time, the instructor is steadily withdrawing himself from the leadership and decision-making role. This withdrawal forces the patrol members to assume more and more responsibility for their own actions. This results in more intense group discussions about leadership roles, group decision-making, and particular individuals' contributions, or lack thereof, to the patrol.

Part 3: Individual's Solo Experience

At the height of this intense period of social interaction and difficult physical activity, the pace is abruptly changed. The instructor leading the patrol breaks the group up and places each individual member in an isolated location where he will remain alone for the next three days. The individual is given a minimum of necessary food and equipment. Although the instructor surreptitiously checks on the individual at appropriate intervals, the individual does not see or talk to another human being for three days and nights.

Different individuals react to this isolation in different ways. Some fill the period with activity -- they build a fire or a lean-to. Others react very passively -- they sleep or just sit quietly for the three days. No matter what they do physically, most students think a lot. Mostly, they reflect on the past two weeks of their lives. They consider the interactions they have had with the other members of their patrol and they consider the challenges they have met and overcome. They evaluate and try to integrate this intense social and physical activity with the attitudes and beliefs they have formed previously in their lives. Some adjustment in the student's self-concept probably takes place. Most students report two general trends. They are more self-confident in the sense that they now believe they are more able to overcome difficult problems if they try hard enough. At the same time, they are usually impressed with certain defects in the way they interact and cooperate with other human beings and resolve to try to improve their social interaction skills.

The solo period ends when the instructor comes to take the individual back to the patrol campgrounds. Usually, the instructor spends a few minutes discussing the insights the individual has obtained during his solo. When all individuals are collected together into a patrol again, the patrol returns to base camp to restock.

Part 4: Final Expedition

From the seventeenth to the nineteenth day of the course the men undertake an expedition. For this phase they are divided into small groups of from four to six men. Each group picks a destination, arranges for needed supplies and

plans a route and schedule. The groups do this without the participation of the instructor, though he is available for consultation and must ultimately approve their plan. Instructors do not go along with the groups on their final expeditions, though they arrange checkpoints where they can meet with the groups to check on their progress.

The expedition gives the students a chance to integrate and practice most of the physical, intellectual and interpersonal skills they have acquired during the course. It also gives the group the feeling that they have set a major goal for themselves and have then worked and achieved it.

Part 5: Conclusion and Evaluation

The last two days of the course bring the entire group of supervisors and new employees together again. It usually begins with a "marathon" run of variable length from the various patrol sites back to the base camp. Then the process of checking in equipment and informally exchanging experiences begins. This process softens the strong small group or patrol relationships that were formed and prepares the men for integration back into the outside world.

On the last day a formal discussion is held during which each supervisor and each new employee evaluates his experiences and sums up what he has learned. This discussion session not only includes the supervisors, new employees and Outward Bound instructors, but also includes the Coors' Manpower Challenge staff and the Coors' supervisor who will manage the men during the next phase of the Manpower Challenge Program. The discussions vary from very serious and moving to light and jovial. The Outward Bound Senior Instructor concludes the session by giving each man a certificate for having completed the course and the group departs for Denver. The trainees are then transported back to Denver by the Manpower Challenge staff.

One additional word should be added concerning dropouts. Almost all of the men complete the Outward Bound Course. The instructors work very hard to encourage any faltering individual who can still complete the course by an act of courage and will. In addition, each new hire knows that his Coors' job is contingent upon his completing the course. Nonetheless, in the six years the program has been going, two men have refused to continue the course. In these cases the men were simply returned to the Base Camp and then to Denver; and they they were dropped from the Coors' Manpower Challenge Program.

3.4 Phase III: Recycling Yard Program

Since 1970, as soon as the new employee returns from his Outward Bound Course he begins to work in the Coors' Recycling Yard Program. "Yard" refers to the fact that the program is located in a lot out behind the brewery and the Coors Aluminum Can Company. Originally, yard work involved various activities related to Coors Aluminum Can Recycling Program. The new employees unloaded cans from freight cars, condensed cans when necessary, and stored and then delivered the aluminum to the Can Company when it was needed. From this beginning the yard has expanded to include other Coors recycling projects. For example, the new employees in the yard currently refurbish pallets that were formerly discarded. The yard job is set up with a single, standard eight hour daytime shift. The yard supervisors are as much or more involved in the manpower development program as they are in running the yard operations. This results in a very controlled and supportive environment for the new employees. The yard staff expects the new employee to be late and absent more often than regular employees. When appropriate, the yard supervisors counsel the new employees. At other times, the new employees are referred to the Manpower

Challenge Office (located in the Personnel Division) for more intensive counseling.

Originally, the yard job lasted for four months. At the end of four months all new employees who were performing satisfactorily were transferred to regular jobs in the brewery. Recently, as the yard has undertaken more complex tasks, the transfer from the yard to the factory has been overlapped so that the recycling program doesn't get a whole new set of employees every four months. The yard has also been put on two shifts. Initially new trainees only work the day shift. As they become proficient at that they are changed to an evening shift to better prepare them for what work in the brewery will entail. Men are now transferred from the yard to the brewery at appropriate intervals. The average new employee can expect to work in the yard from three to six months. Employees are now transferred only when their yard record indicates they are ready for work in the brewery.

One additional feature of the yard program needs to be noted. Most of the "hardcore" employees live in Denver, about fifteen miles from the Coors' plant in Golden, Colorado. And, of course, most lack any personal transportation. In addition, there is no convenient bus transportation between Denver and Golden. The Coors Manpower Challenge Office has hired a bus and picks up all yard employees who need rides. This eliminates many problems the new yard employees might otherwise have in getting to work on time.

3.5 Phase IV: The Regular Job

When it is determined that a new employee is ready for a regular job, he is transferred from the recycling yard to the brewery. He is assigned to whatever opening is available. Openings usually occur randomly on the three

shifts, so a new employee is as likely to start his regular job on a night shift as a day shift. Once on a regular job, the new employee is treated just as though he were a regular new hire. He is expected to comply with all the company's regular rules and meet all their regular standards.

It is more likely than not that the employee's new regular supervisor will have been on one of the Outward Bound Courses. If this is the case, the supervisor and the new employee begin with a common experience they can talk about. In addition, the employee knows that he can still go to the Manpower Challenge Office if he has some special problems. Although the employee still has access to the Manpower Challenge Office's counseling services, his files are transferred to the regular employee's file system, so that, in effect, the placement of the "hardcore" employee on a regular job signifies his completion of the Coors Manpower Challenge Program.

4. DISCUSSION OF THE OBJECTIVES AND THE EFFECTIVENESS OF THE PROGRAM PHASES

4.1. Phase I: Recruiting and Hiring

As indicated earlier, the Coors Manpower Challenge Office has the responsibility for recruiting individuals to participate in the Manpower Challenge Program. Formal recruiting is conducted mostly by talks and counseling given by members of the Manpower Challenge Office. Likewise, the staff interviews applicants referred to them from Colorado courts and social agencies and from the regular Coors' employment staff when they encounter someone they would not regularly hire but they think might be hired through the Manpower Challenge Program. Originally, the Manpower Challenge Office concentrated on finding new employees in the Denver area. Since then, they have expanded to the entire state and are currently seeking recruits throughout most of the eleven states in which Coors is distributed.

Many manpower development programs seek out and hire only candidates they feel have a very high chance of success. Coors, on the other hand, applies not just the letter but the spirit of the NAB's definition of "hardcore" unemployed. They seek individuals who truly seem to have minimal chances of success. Their program, compared to many other manpower development programs, has a larger number of high school dropouts and men with criminal records. Because it takes the more difficult cases, it is not easy to compare the Coors' program with other NAB programs. Since Coors does as well or better than the average NAB program, there is good reason to believe that the Coors' program would do even better, statistically, if it was as "careful" in choosing "hardcore" employees

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The necessity of having each cycle's new hires ready for the Outward Bound Course imposes a certain periodicity on recruiting and hiring activity which tends to peak about a month before an Outward Bound Course is to begin.

4.2 Phase II: The Outward Bound Course

In our original discussion of "hardcore" employment, we noted that it was essentially a problem in attitudinal change. We noted that two things must be done in order to change a person's attitudes or values. First, one must somehow get the individual to try acting differently in a setting where he gets reinforced for acting differently. Second, one must arrange to keep the individual acting in the new way until the behavior becomes habitual.

The function of the Outward Bound course is to get individuals to try new behaviors. To evoke these new behaviors Outward Bound takes individuals out of their conventional setting and places them in physically and socially challenging situations.

The Outward Bound instructor handles his group in such a way that there is high probability that the individuals will act in certain ways. The instructor, and if the course is working correctly, the entire group, reinforce new actions on the part of the members. For example, many dropout youths tend to try to act "tough" and "cool". More often than not this behavior is essentially negative and covers up an unwillingness to try new things. In the normal street environment this behavior is respected and reinforced by peers. Outward Bound offers them new challenges where simply "acting tough" isn't enough. Many of the men are frightened by the long rope rappel. Some have to be

talked into it. When they are through, they are usually very excited they did it. This excitement is the very opposite of "tough" or "cool" behavior. Since the other participants are also happy they succeeded, the willingness to try new things and the excitement of success are highly reinforced.

At the end of the Outward Bound Course the participants usually show the effects of this very intense program. They are more open to new experience, more flexible and more self-confident. Of course, the fact that one has tried new things and succeeded at them, does not guarantee one will continue to try them. There is, however, an increased probability they will continue to try new things immediately after the course. Beyond that it will pretty much depend on how such new behavior is received. If the participant left Outward Bound and returned to his previous environment -- a prison or a street gang situation, for example, there is little chance he would continue to display any of his newly acquired behaviors for very long. He'd simply drop his new and not very well integrated attitudes and values and return to his old ways. With most individuals Outward Bound doesn't make permanent changes, but it opens the doors and leaves the individual ready for further change, <u>if he enters an environment that will support his newly acquired behaviors</u>.

Precise measures of changes that occur during an Outward Bound Course are not available. The Colorado Outward Bound School is just beginning to tackle this very difficult task; but the verbal reports of participants and observers who know the participants are numerous and pretty consistent. Reported new attitudes and values include:

(1) An increased sense of personal worth.

(2) An increased sense of self-confidence.

(3) An improved ability to form good relationships with other individuals.

(4) An improved ability to take a real part in a small group situation.

(5) An increased appreciation of other peoples' problems and points of view.

(6) An increased willingness to think in terms of what is good for a team or group, and,

(7) An increased willingness to put up with temporary discomfort for longer range goals.

Needless to say, no one comes away from the Outward Bound experience a "new man". The participants simply show more of certain traits than they showed when they began the course.

4.3 Phase III: The Recycling Yard Program

Following the Outward Bound Course the new employees begin jobs in Coors' Recycling Program. The Recycling Program tends to allow the participants a more gradual transition from non-work to a full time job. As we have suggested, the yard's objective is to give the new employee a chance to practice new behaviors in a supportive environment. This supportive environment is more likely to occur in the yard than on a regular job because the yard job is less demanding and less tightly scheduled, not subject to the breweries' rotating shifts, and supervised by managers who are, for all practical purposes, staff members of the Manpower Challenge Program.

All of the employees working on the Recycling Program are in the Manpower Challenge Program, thus a feeling of familiarity and shared experience (they have all taken the Outward Bound Course, for example), exists for the new employees. The bus provided by Coors transports most of the new employees

to and from work together. Further, all of the supervisors in the Recycling Program have taken the Outward Bound Course and are fully sympathetic to the aims of the Manpower Challenge Program. They allow more leeway with the new employees than a regular supervisor in the brewery -- with a tight production schedule -- could allow. They are willing to sit down with the men, just as the Outward Bound Instructor did, and talk over their problems. Often, they try to relate challenges of a job with the challenges the men faced in the high mountains. All this is not to say the recycling supervisors are lax. When necessary, they reprimand and fire employees. But before they fire a man they make a serious effort to see if another alternative is available.

Referring back to our model, we said that men change their attitudes in two steps. We said the Outward Bound Program caused the men to <u>try</u> new attitudes and values (and the behaviors that flow from them). The Recycling Program gives the men a chance to continue to <u>practice</u> the new attitudes and values in a supportive environment. The men, however, do not live their entire lives in the Recycling Yard. They spend eight to ten hours a day, five days a week, involved in work. The other hours are spent with former friends, and consequently former attitudes and values. The dropout youth who is working in the Recycling Program is often torn between two conflicting sets of values -- those that work at home and those that work on the job. If the youth is lucky, as time goes on, he shifts his friends and perhaps even his residence and spends both his work and leisure hours with men who share positive attitudes towards work and achievement. If he is unlucky he is pulled back into old anti-work patterns before the new values he has tried on the Outward Bound Course and at Coors really begin to take hold.

Although we will consider the actual causes of terminations later, it is worth pointing out that about sixty percent of the employees who leave the Program, leave during the Recycling Phase of the Program. The other forty percent of the losses usually occur during the Regular Job Phase. Two men have dropped out during the Outward Bound Course. (See Figure 5).

	Phase I Recruit and Hire	Phase II Outward Bound Course	Phase III Recycling Program	Phase IV Regular Job
Terminations	0	0	15	11

Figure 5: 1972 Terminations from Coors' Manpower Challenge Program

A typical successful employee of the Manpower Challenge Program, during his initial stay in the Recycling Yard, performs slightly below acceptable Coors' standards. He is usually absent too much, occasionally late and sometimes fails to report that he will be absent. As time passes, he improves until he is performing acceptably. At this point, he is transferred to a regular job when one becomes available.

4.4 Phase IV: The Regular Job

Coors is unusual in several respects. The Coors' Brewery in Golden, Colorado is the largest brewery in the world -- and it is continually expanding. Coors, for several years, has been unable to supply enough beer to meet the demand -- it sells beer to its distributors on a rationing system. This has meant that there have been continual new jobs opening up at Coors for the last several

years -- years when other companies were often forced to lay off workers. This expansion is especially beneficial for the Manpower Challenge Program since there is very little turnover in regular jobs at Coors. Most men start working at Coors and continue working there all their lives. Coors has a family business atmosphere about it; the pay is high; and Golden, Colorado is a nice place to live. Coors provides many employee benefits. If you ask a typical employee, he will tell you he likes to work at Coors.

In addition, Coors is the only beer brewed in the United States that doesn't use preservatives or chemical additives in aging, and it uses only the more carefully selected grains. What this means is that production and quality control at Coors is very rigorous. Beer with neither preservatives nor pasteurization must always be kept very cold, for example. The Coors' employees have a very good morale and feel proud to be involved in a high quality operation.

Further, the brewery workers rotate on shifts so that for some weeks a man will work during the day while other weeks he must work at night. (The regular employees don't like shift work, but all seem to agree that the present system where everyone shifts is to be preferred to any fixed shift system. No one wants to work the night shift full time, for example.)

What does all this mean to the new "hardcore" employee when he shifts from the Recycling Yard to a Regular Job? For one thing, the new employee quickly encounters men who are happy they are working and who perhaps think the new employee is getting a terrific break. In addition, the regular employees, and especially the supervisors, are very concerned about Coors' quality standards. Thus, the new "hardcore" employee is placed with fellow workers who have good morale. In some cases, this is very good for the new employee and

he does very well. In some cases, it's a shock. It's one thing to get to work on time and it's another thing to take pride in the work you do. Some new "hardcore" employees may find this attitude so hard to understand that they feel very out-of-place in their job. In addition to these factors, the shift work and the tight scheduling that quality control imposes, makes the regular job more difficult to adjust to than an average job.

All this says, perhaps, is that while the Recycling Program gets the new employee ready for a regular job, there are still some transitional problems. If we analyze when the eleven terminations that occurred on the regular job for 1972 program employees, we find that over seventy percent occurred before the end of the third month. It would seem that if the new employee can last for the first three months on his regular job, his chances are very good. (Since most of these terminations are due to excessive absence, tardiness or AWOL's, one might be tempted to say that if the new employee can adjust to the work schedule he will probably succeed. But this really doesn't say much since there are many different reasons why men fail to show up for work.)

4.5 The Outward Bound Course and the Coors' Supervisors

Of the various Coors' supervisors and senior managers interviewed, the great majority clearly felt that the greatest impact of the Outward Bound Courses was on the Coors' supervisors. It was commonly felt that the supervisors benefited greatly from the intimate and personal acquaintance they had with "hardcore" or disadvantaged employees on the Outward Bound Course. The supervisors themselves commonly stated they hadn't realized the sorts of problems that "hardcore" or disadvantaged employees faced before they had really gotten to know some of them on an Outward Bound Course.

At this point in time approximately fifty percent of Coors' line supervisors have attended an Outward Bound Course with new manpower challenge employees. (This undoubtedly represents the largest cost of the program to date, and the greatest sign of Coors' belief in the program, since in effect, Coors pays double salary for these important men throughout the twenty-one day course.)

One might wonder if the Outward Bound experience affected the likelihood that a supervisor would fire a "hardcore" employee. Of the eleven employees terminated from regular jobs out of the 1972 group seventy-five percent were terminated by a supervisor who had attended an Outward Bound Course. Since the supervisors rotate shifts differently than the men, that figure may not mean much, but it suggests that even though supervisors who have attended the Outward Bound Course claim that they are more empathetic to the problem of the "hardcore" employees, they are supervisors first and empathetic only secondarily. (Which is, of course, reasonable since to be otherwise would seriously undermine their control of the other men they managed.) This data would also seem to suggest that the shared Outward Bound experience didn't make the supervisors more skillful in working with the "hardcore" employee (at least as judged by being able to get the employee to perform in such a way that he wasn't terminated.) But again, this is a pretty bold generalization and we'll consider it further in the next section when we discuss why men were terminated.

Perhaps the greatest effect of the Outward Bound Course on the supervisors is simply the fact that their "forced" attendance on the course signifies to them the time, money and effort that Coors is willing and determined to invest in its Manpower Challenge Program. Everyone interviewed talked about the Coors' commitment to the program. This is in sharp contrast to employees of other

NAB companies who often feel that their company's Manpower Challenge Programs are just public relations ploys. A Xerox Corporation factory manager once told us that a minority employment program was acceptable just as long as it didn't interfere with the production schedule. At a production oriented company like Coors, when a vitally needed line supervisor is sent on a twenty-one day Outward Bound Course so he can get to know some new Coors' "hardcore" employees personally, everyone realizes that the Manpower Challenge Program really has the backing of Coors' top management. In effect, the Outward Bound Course is a dynamic sign of Coors' commitment to the Manpower Challenge Program.

4.6 Terminations

We can judge a manpower program's success by its retention; we can judge its weaknesses by its terminations. The Coors Manpower Challenge Program succeeds with from fifty-three to sixty-one percent of its participants. Conversely, the program "fails" with thirty-nine to forty-seven percent of its participants.

From when the Coors' Program began in 1968, until December 31, 1972, it had terminated one hundred participants. Figure 6 indicates the reasons. We have divided all the terminations into three categories: (1) Terminations due to on-the-job problems; (2) Terminations due to off-the-job problems; and (3) Terminations for AWOL, excessive absence or resignation.

(1)	Terminations Due to On-The-Job Problems	
	(a) inability to perform job	2
	(b) insubordination	1
	(c) dishonest	1
	(d) intoxicated on job	1
	TOTAL:	5
(2)	Terminations Due to Off-The-Job Problems	
	(a) jail	4
	(b) domestic problems	1
	TOTAL:	5
(3)	Terminations for AWOL - Excessive Absence and Resignation	
	(a) AWOL	24
	(b) excessive absences	40
	(c) resigned	26
	TOTAL:	90

Figure 6: Reasons for Terminations (1968 - 1972)

It is, of course, impossible to tell why men were AWOL, absent or why they resigned. It may have been because they don't like the work or they may have been having problems at home. In those cases where we can identify the reasons more clearly we see that the terminations divide evenly between problems directly related to the job and problems directly related to non-job influences.

The only conclusions we can draw from this data are: (1) The program seems to be preparing the men to handle the job and to get along with the supervisors; and (2) The biggest problem is absence. These terminations occur in both the Recycling Phase and on the Regular Job. Figures 7 and 8 analyze the terminations by phase, and by months on the Regular Job.

Phase I Recruit and Hire	Phase II Outward Bound Course	Phase III Recycling Yard	Phase IV Regular Job
0	0	15	11

Figure 7: Terminations by Phase (1972)

Months on Job	0-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8+
	1	4	3		1	1			1

Figure 8: Terminations From the Regular Job by Months on Job (1972)

From examining these figures we can see that the terminations divide more or less evenly between the Recycling Yard (Phase III) and the Regular Job (Phase IV). We can also see that terminations on the regular job occur predominantly during the 30th and 90th day on the job.

If the Coors' program has a weakness it is AWOL's and absence. However, this is really just a euphemism for the fact that something goes wrong for the new hire, either on the job or at home and he fails to show up for work. There is insufficient data available to determine if Coors can do anything about this problem.

As previously noted, a "hardcore" employee is as likely, or more likely, to be terminated on a regular job by a supervisor who has attended the Outward Bound Course as not. This would seem to argue against the Outward Bound Course as a way of training supervisors to deal with the "hardcore" employees. It should be noted, however, that the numbers involved are too small to be analyzed by valid statistical tests.

We also considered terminations as a function of the age of the participant. It turns out that about forty to fifty percent of each age group is terminated. More young men are terminated simply because, proportionally, there are more young men in the program. The program seems to work equally well with all age groups. (See Figure 9).

Age	20-25	26-30	31-35	36-40	41-45
Terminated	15	9	1	2	0
Not Terminated	18	9	2	2	1

Figure 9: Age of Terminated vs. Non-Terminated Participants. (1973)

There is no general recommendation that we can make based on termination data, except perhaps to suggest that more specific data (case studies, perhaps) be gathered on absence and AWOL's.

In closing this discussion we should note again that the Coors program is constantly changing. By the time this report is printed and read Coors will be trying new things and getting different results than those reported here. We strongly recommend that Coors incorporate a data-gathering and evaluation function into its overall manpower challenge program so it can document its future results. The program is innovative and exciting and Coors will perform a service for everyone interested in manpower development if they arrange to document and make the results of their program more widely known.

5. SUMMARY

5.1 Overall Program Success

Is the Coors Manpower Challenge Program successful? There are several possible answers to this question. In the opinion of Coors' senior management it is a success. They like the program and they are enthusiastic about the results they are getting.

Statistically, the program's success can be judged by comparing the number of trainees beginning the program to the number of trainees who remain on the job for at least six months. This is the calculation that the National Alliance of Businessmen uses to judge all NAB manpower programs. As we have previously stated, this comparison is probably not completely fair since many NAB programs screen for "promising" applicants while Coors almost seems to go out of its way to find "challenging" applicants. The average NAB retention for 1972 was fifty-three percent. Coors retention rate for 1972 (using NAB's retention formula) was sixty-one percent. Thus, we can say that the Coors program is quite a bit more successful than the average NAB program.

Coors normally uses an absolute retention calculation -- how many are still working versus how many started the program. The retention figure generated by this calculation will necessarily be lower than the figure generated by the NAB calculation. However, using this stricter calculation, the Coors Manpower Challenge Program is still at least as successful as the 1972 NAB average. Coors (absolute) retention from 1968, when the program began,

through the end of 1972 was exactly fifty-three percent.

A much more reasonable way of judging a training program's success would be some measure of cost-effectiveness. In otherwords, we would like to know how successful a program is relative to the money spent on the program. Neither NAB nor Coors keeps data that would allow such a measure. We certainly recommend that Coors begin to gather such data.

5.2 Success of the Outward Bound Component of the Coors Manpower Challenge Program

We cannot directly demonstrate the success of the Outward Bound component of the Coors Manpower Development Program. Obviously, if the overall Coors program is a success and the Outward Bound Course is a part of that program, then it is reasonable to assume that the Outward Bound component is contributing to that overall success. This assumption probably does not give sufficient weight to the fact that Coors trainees are more "hardcore" than the average NAB "hardcore" employee. There is no statistical way to support this contention, but we believe that the Outward Bound Course is probably contributing much more than we realize. As we stated earlier, attitude changes usually occur in two steps. Something occurs that initiates a change. After that, the changed attitude must be reinforced until it is incorporated into the individual's habitual behavior pattern. Outward Bound is a unique, challenging and even threatening experience. The experience forces the participants to try new ways of behaving and thus it makes them reevaluate their attitudes and values. When one considers the manpower trainees that Coors is working with, Outward Bound is probably the only readily available cost-effective way of initiating major attitudinal

changes in these individuals. Employment in the recycling program and at the Coors plant, while absolutely necessary to allow the trainee to incorporate changed attitudes and values, is probably insufficient in itself to initiate major changes. One would need to conduct a formal study with a control group (i.e., non-Outward Bound trainees) to prove this contention, but this observer feels certain, based on his personal observations, that such a study would indicate that the new "hardcore" employees that went through Outward Bound would do better than "hardcore" employyes that entered the recycling yard without first having their attitudes and values challenged by an Outward Bound type of experience.

The Coors supervisors and managers at all levels are very happy with the Recycling Yard Program -- they think it has significantly improved the overall program. If we compare the retention data from 1968 to 1970 (before the Recycling Program was started) with the data from 1971 to 1972, we find no significant difference. Both before and during the Recycling Program, the average retention is fifty-three percent. We point this out to stress the fact that there is more than one kind of program success. The Recycling Yard Program does not seem to improve retention. Everyone agrees, however, it makes the program better -- perhaps because it assures that most of the major problems -- counseling, terminations, basic work attitude training, and so forth -- occur before the new employees are placed on brewery jobs where any of these problems would directly interfere with production. It's reasonable to assume that as supervisors and managers find the manpower program more acceptable, the overall program is more likely to have long term success. Thus, by smoothing out logistics, easing transitions, and allowing those who work with the new "hardcore"

employees to specialize, the Recycling Yard Program has made a major contribution to the overall manpower program.

In this same sense, it is fair to assume that the Outward Bound course has also made a major contribution to the total Coors program by making the new employee's transition easier. The recycling supervisors are sure that the new employees report to them much more willing to give the Coors job a real try than they would if they had not gone through Outward Bound. In addition, supervisors at all levels, as a result of having participated in the Outward Bound courses themselves, show greater than average understanding of the problems of the "hardcore" unemployed. Further, Coors supervisors point out that the time, effort and money spent on this program has convinced them of the company's real commitment to help the "hardcore" unemployed.

For all of the reasons cited, we believe that the Coors-Outward Bound Manpower Challenge Program is an excellent approach for bringing the "hardcore" unemployed into the mainstream of American life. Furthermore, we believe that the innovative nature of the Coors Manpower Challenge Program should serve as an example to other manpower programs of the thoughtfullness and creativity necessary if companies are to significantly reduce the numbers of "hardcore" unemployed individuals.

6. FOOTNOTES AND BIBLIOGRAPHY

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APPENDIX I

An Instructor's Report on a Coors Manpower Challenge Outward Bound Patrol

Following every Outward Bound course, the instructor turns in a report on his patrol. The following report was prepared by Colorado Outward Bound Instructor Jim Kielsmeier. The trip reported occurred in February of 1974. The course is atypical both because it is smaller than normal and because there were no Coors supervisors on the course. The events that Jim reports are not atypical, however. In addition, the report is exceptionally well-written and gives the reader a very personal and vivid insight to some of the dynamics that occur on a Manpower Challenge course. The report is reproduced in its entirety. The names of all students have been changed to protect their privacy.

INSTRUCTOR'S REPORT

MANPOWER CHALLENGE COURSE C-120

February 6-20, 1974

STUDENTS

My patrol consisted of 7 Coors male "trainees" ranging in age from 19 to 30 years. The average age of the group was 23. Six of the group were clearly of Mexican-American extraction. Half identified in varying degrees with the Chicano movement while the older participants felt more of a Mexican or "Melting Pot American" identity. Five of the six were from Trinidad, Colorado, and knew one another prior to coming to Coors and Outward Bound. The one Black member of the patrol had spent time living both in Dallas and Denver during his 19 years. Fortunately for Oliver Jones he was quite secure in his "Blackness" and it was tested repeatedly throughout the course.

Employment and life experience prior to joining the Coors program was quite varied among the patrol. Three were veterans. Two were Army and one had served in the Navy. One of the former soldiers had been wounded in Viet Nam. All the Chicanos were from large families (7-12) and with the exception of Steve Olivas maintained family ties. Steve's parents were killed when he was three. Three of the patrol had spent time in jail for minor charges. Oliver Jones had just come from two weeks of incarceration. The charges were dismissed. None of the group had held a single job for any significant amount of time and all had worked in a broad spectrum of unrelated jobs. (Agricultural, mining, cooking, construction. public works programs--City of Trinidad, etc.)

Their attitude upon arrival was their most homogenous characteristic. Despite orientations by Coors and OB staff, there was general bewilderment about how the OB course would fit into their job training. Even though individuals responded well to aspects of the course, the connection between the Lake City and Golden experiences was never articulated by participants. Maybe this will come later to some extent as in the cases of many former OB students. It is significant however that none of the participants expressed interest in the OB course in terms other than as a means of obtaining Coors employment. They saw OB initially in the same way most soldiers and marines view their boot camp experiences--something to be endured, a testing as you will. Underlying this negativism was a feeling that the program was a racist selection process not a work related training experience. We had neither Anglos nor supervisors in the group. "How many Anglos have been through this?" According to knowledgeable OB sources an accurate answer would have added fuel to the fire. One of the patrol had two days notice prior to attending the course. Some were "told" to come while they maintained that volunteers were aplenty in the Recycling Yard who would have more willingly attended.

GOALS/EXPECTATIONS

I wanted to make the course more than a screening process. I wanted it to be a positive personal experience for each of the students even if I would have to alter normal demands. It looked to me like Dez's* course outline was realistic for this group and that each member of the patrol could find something of personal worth in the experience. These are base level goals I hold for any OB type program I work.

*Dez is Colorado Outward Bound School Course Director who has formerly run Manpower Challenge Courses.

The Course: OUTLINE OF EVENTS WITH ANALYSIS

Planning & Preparation:

The course plan was well-developed and easily understood. The very clear phases of the program and their timing is obviously a product of Dez's considerable experience with winter Manpower. The difficult first expedition was followed by Monarch -- an obvious high. The rest Day preceded the final expedition and gave those anxious about the next five days a chance to unwind and relax rather than being thrust immediately into the cold.

Opening of Course, Equipment Issue and Training Phase: Day 1-3 Red Cloud

The first two days at camp were adequate for the training needed. The students weren't much interested in activities that didn't have immediate application. It was good that Orienteering followed straight away after Map. Campcraft on the low key first expedition was far more appropriate than if done at base. A bit more work on Avalanche Rescue would have been appropriate had time permitted.

The students took well to the skiing instruction. The skis however left much to be desired. The remaining K-2's were far too long (205CM) and the Salewa's too short for the type of snow we encountered. Students on the K-2's could drag them along with considerable effort but not much pleasure. In soft snow they were good but unnecessarily long for the track skiing we did most of the time. The short Salewa's broke through soft snow and sent students with packs on their tails with great regularity. They are inadequate for other than packed track and spring snow skiing. The 175 - 185 CM Langes would have been ideal.

All other equipment issue was quite adequate and well managed. Fresh food in the kitchen was good and the new cooking system effective--although more time consuming. Dry food was in adequate supply but felt the fresh meat for the trail to be somewhat short.

3 DAY EXPEDITION: DAY 4-6 Wager Gulch - Tin Cup Road - Carson

Reality entered the course with the trip up to the Tin Cup area off Wager Gulch. Their was considerable bitching about exhaustion, packs and altitude as we slogged up the 2 miles and set out camp. The very directive method of practical camp craft instruction was the only one that worked--i.e., "dig that out", "put that there", "get some wood", etc. It was a real shock for them to settle into camp even though the site was relatively warm and windless. There was no internal leadership in the group. No one wanted to be there. The older men could function well enough but did only their share and complained bitterly. "This ain't going to do anything to help me on my job".

The pattern continued the next day as we traveled in perfect weather to Carson where the cabins looked like the Hilton to the patrol after a night in the tents. Things warmed as the group sorted themselves out and got over the previous cold night. Cooking became more efficient and a degree of interest in the course was mildly apparent.

The next day we skiied and I noticed considerable improvement in style and confidence. We did basic downhill instruction in the morning near the cabin and some track skiing in preparation for the run down the hill. A tour toward Bent Peak gave the group a better look at the valley. They willingly skiied out in the afternoon for a fine half day of powder skiing on a series of slopes just down from Carson. All skiied well and some remarked as we headed up back to the cabins that "If it all was like this it would be O. K.".

The downhill the next day was a stop and go skid. I "chained" them up with skins about 1/4 of the way to prevent their basking off into the trees. They had much trouble staying together. Sam Osuna split ahead maintaining that the altitude was bothering him. I caught him and a sharp exchange resulted involving Dex, myself and Sam. He cooled reluctantly and remained with the group the rest of the way. His statements about why he was splitting characterized the group--almost all the way through the course. They saw the experience as a personal hassle to get past individually--"I don't need nobody's help". Alex Alvarez surfaced during this expedition as the most blatently selfish of the group--doing little work and bitching continually.

Monarch: Days 8-10

All the patrol looked forward to Monarch and all left glad they had been there. Downhill skiing is one of the few activities of the winter outdoor experience that these men shared that they will ever repeat. It is an exposure to a skill which they can take with them and use again. It is the one activity of the course that can be clearly identified in this way. While the other skills are part of the course and are essential to the students' safety and well-being, they are geared mainly to the single dimension of the OB experience--not to the life style of the Manpower student. Downhill skiing can be integrated into this life style and for some could become an important element.

We started on the Poma Hill: Snowplow turns, edge control, shifting of the weight and kick turns. I worked with ones and twos of the group. Most were receptive but some too impatient to listen, mirror and learn. When both students and instructor felt it was time we went up the chair. Some went the first morning and all by the end of the first day. They were mostly on their own after the first escorted descent. Sam Osuna and Aaron Sturgis were strongest from the start. Steve Olivas had shown the most natural style at Carson but became easily frustrated when he didn't pick it up as fast as he thought he should.

These were good days. Even a fall and sore ribs did not stop Sam who took 2nd in the Giant Slalom on the last day. The campsite was cold and inappropriate for the three days but functional and we all didn't seem to let it bother us much.

Rest Day: Day 11

A well-timed halt. We all enjoyed the Mexican meal that took all day for Joe and Larry and others to prepare. A cultural symbol was internalized along with chili and tortillias, nourishing both spirit and body. It was a good day to relax and remember.

5 day Expedition: Days 12-22

We had a bad start to this one. The patrol was up and going at a good pace, packed and ready before the other group--even after they had prepared and cleaned up after breadfast. They loaded the wrong truck with their gear--a mistake mostly my own. When asked to reload the bitching became more than I could handle. I honed in on Jerry Stone who up to this point had pretty well carried his load but was very bitter about it. He was one of the oldest of the group but offered no positive leadership. After we separated from the patrol I gave him a very intemperate dressing down in very blunt language. He broke down and we both felt bad. In a reasoned climate of reconcilliation I explained my expectations of him. He told me he didn't understand his negative attitude and felt badly about it. We agreed to start fresh and shook hands. The patrol was tense over the scene and very belligerent. They came closest to harmony when they could focus on a mutually disagreeable task or unpleasant aspect of the course--in this case, the instructor. I took some flak but was able to put it in perspective, kept from being defensive and stuck to my guns--even though I felt I may have used to large a caliber . Amazingly once the initial storm was weathered things began to change for Jerry and the patrol.

Larry stepped on a nail the first night at the Capital City Cabin and went out for a tetnus shot with Steve Garvey the next day. The rest of us rock climbed. All but Odis did two climbs on the lower section of the crag and two rappels. They were predictably enthused by the rappel. There was little or no hesitation by the group (with the exception of Oliver) to either climb or rappel. It went smoothly on a bright warm day. The weather came in and we hung out at Capital City for a day--most ventured out only to relieve themselves or gather wood. Most notable about the day was an evening discussion where I focused on the racist way the Chicanos were dealing with Oliver. The lead in was delicate but got the ball rolling. Most of the younger guys could not see/or admit what they were doing. It took some personal anecdotes from Ted's Navy experience and Aaron's home town background (Aaron looks Anglo and claims most Chicanos don't accept him until they find out he isn't) to bring the point home. Oliver was objective about it and very steady in a potentially volatile situation.

We headed for Matterhorn Basin the next morning after a good start. It was cold, grey and snowy as we ascended with a reasonable pace. We reach Dez's high camp at about 1 p.m. Dave from Dez's patrol had stayed back from the summit attempt and was huddled by a fire. Oliver, Alex and Sam jumped into the fire pit and declared they would go no further. The previously designated camp site for our group was still 1/4 mile up. Sam complained bitterly of sore ribs from his Monarch fall and declared that he was going down with Dez's group. I convinced him the only time he could go out was with us and that he could sit out of our attempt at Matterhorn and wait at the higher base camp the next day. Both he and Oliver continued up the hill, Steve Garvey leading the group--Alex rolling a cigarette in the fire pit. After laying down the law to Alex he slowly put on his skis and loafed after the rest of the patrol. After a hundred yards he claimed he had frostbitten fingers. I gave him my mitts and told him he would have it for a real if he didn't keep moving. We arrived at our high camp site at 2 p.m. and pitched the tents. Most of the patrol was shattered with exhaustion and cold. Some just squatted on their packs looking blank, a few fumbled with the tents. Garvey and I had to push

them hard to keep them from freezing up completely. They all dove for their bags once the tents were up like children escaping the fears of the world under their blankets. Only Larry labored at the fire pit while I sawed firewood. A fire and supper brought them out of the tents and into clearer frames of mind later in the afternoon.

They emerged the next morning dressed and ready for the Peak. I was pleased and surprised. Even Alex appeared ready. When we were about to move Oliver claimed he "had to take a shit" and didn't want to go. Sam predictably had not even showed from the tent. We started with the five just as the sun struck the camp. It was clear but cold and I didn't want to start until we could be sure that we would warm quickly enroute. One hundred yards out with me in the lead and setting a slow even pace Alex stopped. He didn't like the pace. I put him up front behind me where he could help set it but he balked in another hundred yards. "It ain't worth it." I told him he could go back and wait. Now it was Steve and me and four members of the patrol.

The climb went smoothly from this point on. The kept up well and seemed to share some of my exhilaration with the cloudless sky and challenge of the summit. The cornice before the summit arrete was of some concern so we roped up and moved across, climbed the last pitch, and descended the same areas tied in. I led and Steve was last on the rope. A single fixed rope would not have been long enough for the stretch needing protection and leap frogging the one rope would have taken too much time. It went without a hitch and we spent about 20 minutes on top. Paul commented "This is one thing I thought I'd never do." Jerry told Steve, "I'm glad I stuck it out, this is worth it."

The camp was packed and ready when we arrived back. Sam, Oliver and Alex also had tea ready and we left for Capital City at 3 P.M. Sam choked up on the descent showing signs of pain. I skiied his pack down and we arrived at Capital City with Jerry and Steve half an hour after the rest. He seemed much better after some food and skiied easily out to Henson with his pack the next day. His trip to Gunnison disclosed no fractures but some bruising and he went on solo 1/2 day later than the rest of the patrol.

Solo and De-Briefing:

The Williams Creek site was adequate offering both sun and ample solo sites. The patrol went out willingly and adjusted quickly to the last phase of the course. The nights were very cold (-22 F) for the group but I encountered no significant complaints when I checked them.

They came in ready to head for home. The individual and group debriefings post-solo disclosed considerably more positive feeling for the course than when they were just beginning. All were glad it was over, however. I tried a different approach for the debriefing which I would recommend. I asked each patrol member just prior to solo to list the three other people in the group who they would like to go through something "hard" again--and why these three. Each mentioned their choices and the reasons at the beginning of the debriefing and I extracted general characteristics (sharing, strength, doing their share, humor, flexibility, etc.) from their reasons and offered them as a means of evaluating themselves. It was a good debriefing with a generally positive note to it.

General Comments

This is a hard course to work. There is little positive feed back to thrive on. Yet subtle results are produced which offer some reward. My expectations of group sharing and cooperation were far from met. These guys seemed especially resistant to doing almost anything together. An anthropologist has since told me that "rugged individualism" and lack of community is particularly prevalent among Chicanos. It was difficult for them to trust anyone and they were especially guarded in going out to anyone--giving/relating honestly, etc.

I found them personally tougher, especially the older ones. They were quite fit despite continual smoking. They picked up skiing easily and likely will continue it.

An inkling of what the course was about became apparent to most towards the end but I will reserve final judgment on this until I see the men later on the job. A much better job orientation still needs to be done. Both Gil and Jim Williams** appeared to be receptive to our ideas on this. Supervisors and a greater cultural cross section of the plant need to be included on future courses if their professed objective of a "better community feeling within the brewery" is to be achieved.

This program has obviously already come a long way from its beginnings. Much of the present strength is due, I believe, to the careful planning of the course director who has been deeply committed to the program. It was good to work with Dez and learn.

**Coors Manpower Challenge Staff members